

~~SECRET~~ *in For*  
 OLC 44-0097

**Office of Legislative Liaison**  
**Routing Slip**

TO:	ACTION	INFO
1. D/OLL		
2. DD/OLL <i>Adm. L.</i>		
3. Admin Officer		
4. Liaison <i>C. Miller</i>		
5. Legislation		
6. Ch/Liaison		
7. DCh/Liaison		
8. <del>House Affairs</del>		<i>Secretaries</i>
9. <del>Senate Affairs</del>		<i>Secretaries</i>
10.		
SUSPENSE		<i>10 Mar 90</i> Date

Action Officer:	
Remarks:	

*10/12 Mar 90*  
 Name/Date

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11 MAR 1986

CONGRESSIONAL AFFAIRS

86-0699

MEMORANDUM FOR: Director, Intelligence Community Staff  
 General Counsel  
 Inspector General  
 Comptroller  
 Vice Chairman, National Intelligence Council  
 Director, Office of Congressional Affairs  
 Deputy Director, Public Affairs Office  
 Senior Review Panel  
 Administrative Officer, DCI Area  
 Executive Secretary

FROM: Chairman, E Career Service

SUBJECT: New Secretarial Program

1. The DCI has approved the new secretarial program described in the attached report from the Executive Director's Task Force on the Secretarial Occupation. I encourage you, your managers, and your secretaries to read it and the associated transmittal memoranda carefully. Implementation will begin right away, and we anticipate system turnover by 1 August 1986.

2. The first step in the implementation process will be to convert our present secretarial positions to the appropriate Levels in the new system, followed closely by the people conversion exercise. The process and rules for accomplishing this are explained to the extent presently possible in the attached package, so I won't reiterate them here. The formal guidance for converting positions and people is being vetted with you now. The required changes in Personnel and Finance software are already underway, and appropriate Regulations are being drawn up. Overlaying this whole process will be an educational program for managers and secretaries to help us all understand the objectives and rules of the new system. Finally, the Secretarial Board proposed in the Task Force report has been assembled. It has five members, with all directorates represented.  secretary to the Executive Director, is its Chairman and also represents "E" Career Service. A copy of the Executive Directors' charge to this board is at Attachment B.

3. A critical element of the new program is the concept of job enrichment. It is central to our widening of the window of opportunity for a substantially larger number of our secretaries



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than would otherwise be possible. The focus on job content, which derives from our doing away with the grade attraction principle does, as the EXDIR points out, offer a unique opportunity for a new professionalism in our secretarial cadre. I urge you to keep this factor in mind as you absorb the contents of the report.

4. We are going to have to restructure our panel system somewhat to conform to the new program. The new guidelines, as you will read, allow office-level panels to address Level 1 and 2 secretaries only, and to recommend promotion to Level 3. Because of the need to apply a somewhat wider perspective in staffing the two upper levels of the system, and also because we are up against directorate-level quotas at these levels, entry into Levels 3 and 4, as well as ranking, etc., will be determined by directorate-level panels--in our case, E Career Service-level panels. This puts a premium on objective, comprehensive performance appraisals. The makeup of the panels is prescribed in the report. We will have to sort this out at our next Career Board meeting. Over the short term, we are going to have to set up two ad hoc panels: one for the position conversion and the other for people conversion. Their work can proceed in parallel once the criteria for the respective processes are worked out. We will arrange a briefing session with OP for these panels to clear up any uncertainties about the objectives and goals of the new program. I will be getting back to you shortly on this.

25X1 5. There is little else I can add at this point beyond what is  
25X1 contained in the report and the various memoranda attached to it.  
25X1 Either myself or [ ] who represented E Career Service on  
the Task Force, will be glad to answer any questions you may have.  
I can be reached on [ ] and Bill is on [ ]

[ ]  
George V. Lauder

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